

THE RCME SCHOOL PRECIS 7-9-1



GUIDE TO YOUNG OFFICERS COMMISSIONED INTO

**THE CORPS OF ROYAL CANADIAN
ELECTRICAL AND MECHANICAL ENGINEERS**

THE QUEEN'S COMMISSION

To our Trusty and well beloved.....
Greetings We reposing especial Trust and Confidence in your Loyalty, Courage and good Conduct, do by these Presents Constitute and Appoint you to be an Officer in Our Canadian Army from You are therefore carefully and diligently to discharge your Duty as such in the Rank of or in such other Rank as We may from time to time hereafter be pleased to promote or appoint you to, and you are in such a manner and on such occasions as may be prescribed by Us to exercise and well discipline in Arms both inferior Officers and Men serving under you and use your best endeavours to keep them in good Order and Discipline. And We do hereby Command them to Obey you as their superior Officer, and you, to observe and follow such Orders and Directions as from time to time you shall receive from Us, or any your Superior Officer, according to Law, in pursuance of the Trust hereby reposed in you.

PREFACE

The aim of this book is to provide a general guide on Army customs and on accepted standards of behaviour to help officers who have recently been commissioned into the Corps of The Royal Canadian Electrical and Mechanical Engineers. It does not attempt to cover every requirement nor to provide a ready-made formula to suit every occasion. The surest guide to an officer's conduct at any time should be his own common sense and self-respect.

The aim will have been achieved if officers accept the book as a reliable and helpful source of information, to which they can refer when at a loss or in difficulty at the outset of their careers as commissioned officers.

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SECTION 1 - CORPS BACKGROUND

One of the earlier notations in British history of the maintenance of arms was in the reign of Henry II in the assize of arms of 1181 which attempted to lay down scales of equipment. A little over a hundred years later an attiliator was appointed to provide and maintain "engines of war" such as slings, battering rams, etc, owing to the increase in their size, quantity and complexity. The invention of the cannon within the next fifty years increased the work of this official who became known as the "Master of our Works, Engines, Cannon and other kinds of Ordnance for War". The restoration of Charles II to the throne in 1660 brought with it the formation of the first units of a regular army and soon necessitated the appointment of a Master-General of Ordnance. The Canadian Army had a Master-General of the Ordnance from 1904 to 1922 and from 1935 to 1947. RCEME is an off-shoot of The Royal Canadian Ordnance Corps.

Following the appointment of the Master-General of Ordnance, a Board of Ordnance was created in 1683 consisting of five principal officers, one of whom was a technical officer known as the Surveyor-General. The Surveyor-General may be considered to be the fore-runner of the present head of The Corps of REME in The British Army, on which the present organization of RCEME in The Canadian Army is based.

In 1858 a Corps of Armourer Sergeants was formed to carry out repairs to rifles, etc, and in 1882 the Corps of Artificers was formed to repair artillery equipment. They were later

transferred to The Ordnance Store Corps, which eventually became Army Ordnance Corps, in which armourers and armament artificers were the principal technical tradesmen.

At that time civilian mechanical engineers were commissioned in the Army and appointed Inspectors of Ordnance Machinery; they were regarded as fore-runners of the present Electrical and Mechanical Engineer Officers in the British and Canadian Armies. These Inspectors were later also absorbed by The Army Ordnance Corps, being renamed Ordnance Mechanical Engineers in 1923.

The first element for the repair of equipment of a division in the field appeared in the South African War. During the First World War the vast increase in mechanization led to a tremendous demand for personnel for maintenance and repair. Each of the main users of technical equipment, The Army Service Corps, The Royal Engineers and The Royal Tank Corps, tended to create its own repair system as there was none organized, except for the Royal Artillery who relied to a great extent on The Army Ordnance Corps which had formed workshops to support field units. This resulted in there being four different repair systems in operation at the end of the War, leading to duplication in tools and workshop machinery and a heavy demand for tradesmen out of proportion to the total work involved.

Prior to the outbreak of the Second World War and until February 1944 the functions now performed by RCME were carried out by the

Engineering Branch of The Royal Canadian Ordnance Corps (RCOC(E)) and to a lesser extent by The Royal Canadian Engineers (RCE) and The Royal Canadian Army Service Corps (RCASC).

The British Army being organized along similar lines quickly found that technological expansion in the Armed Services required a revision of their maintenance, repair and recovery methods.

Sir William Beveridge's Committee Report on the "Use of Skilled Men in the Services" - commonly known as the "Beveridge Report" recommended: "The formation of a new corps to act as a pool of technical resources to be sent wherever required. This new corps should be fully combatant necessitating military training".

As a result, in 1942 The Corps of Royal Electrical and Mechanical Engineers was formed in The British Army by the transfer of selected personnel from The Royal Army Ordnance Corps, The Royal Army Service Corps and The Royal Engineers. The organization used by REME was adopted by The Canadian Army in 1943 followed by the formation of The Corps of Royal Canadian Electrical and Mechanical Engineers in 1944.

The Aim of RCEME

The aim of The Corps of Royal Canadian Electrical and Mechanical Engineers in peace is:

- a. To train for war

- b. To assist other arms and services to train for war by maintaining their equipment in serviceable condition.

The RCEME Badge

The first RCEME badge was taken into wear in May 1944. It consisted of three shields representing Armament, Vehicle and Telecommunications surrounded by a laurel wreath.

In June 1949, a new badge was struck. Its official description is as follows:

Superimposed upon a lightning flash, a horse forcene, gorged with a coronet of four fleur-de-lis, a chain reflexed over its back and standing on a globe inscribed with the Western Hemisphere. Superimposed across the lightning flash behind the horse's head, a scroll inscribed "RCEME"; the whole surmounted by the Crown.

On the officer's badge the lightning flash, scroll and crown are gilt, the horse and globe are silver. The badge for other ranks is similar to the officer's badge except that it is in brass and white metal.

The horse forcene and chain are symbols of power under control and the lightning flash of electrical engineering. The horse forcene also forms a part of the crest of the British Institution of Mechanical Engineers and, together with the lightning flash is intended to mark the close relationship between the Mechanical and Electrical Engineers in the Army and

civil life. The globe is indicative of the impact of mechanical engineering on the world generally.

Director

The Director of The Royal Canadian Electrical and Mechanical Engineers is chosen from the senior officers of the Corps. When appointed as Director he becomes the Senior Officer of the Corps.

Director's Letters

These letters are for the purpose of disseminating information on the activities of the Directorate and in particular to keep the Corps informed on the progress of matters in the planning stage. They also ensure that Corps policy is known to all officers at appropriate levels.

The information in these letters will be used as a guide by all officers in their planning and routine activities. It may not, however, be used as an authority or quoted directly outside of the Corps.

Colonel Commandant

The Colonel Commandant is usually selected from retired senior officers who have either served with RCEME or who have had close connection with the Corps during their active careers.

The Colonel Commandant is appointed by the Queen. He is responsible for all matters

of Corps interest.

The duties of a Colonel Commandant are not precisely defined, but the main responsibilities include:

- a. Fosters esprit de corps throughout The Corps.
- b. Advises Army Headquarters as appropriate in his capacity as Colonel Commandant.
- c. Acts in an advisory capacity to the RCEME Corps Association and to unit commanders of The Corps on matters pertaining to The Corps so that uniformity is maintained in such matters as dress and customs.
- d. Advises on the administration and disposition of Corps property and funds.
- e. Advises on Corps charities, organizations and memorials.
- f. Maintains close liaison between regular and militia units of The Corps.
- g. Keeps in touch with the Allied Corps of REME.

The RCEME (CA(R)) Corps Officers' Fund

The RCEME (CA(R)) Corps Officers' Fund is established to provide monies for the financing of any project which will benefit the Corps as a whole. All officers of RCEME (CA(R)) con-

tribute on a voluntary basis by payment of a yearly subscription. Additional information on The RCEME (CA(R)) Corps Officers' Fund is contained in Annex A.

SECTION 2 - OFFICERS' DUTIES

Conduct of an Officer

In a democratic country, the attitude of the civilian population towards the Services is a matter of major importance to the nation. The attitude of the public is governed to a large extent by the conduct and bearing of Service personnel and of the officers in particular. This you must consider and remember, that you are a member of a select group or you would not be an officer of the Regular or Militia Forces and you would not be entrusted with the lives and well-being of the public's sons as soldiers, the custody of thousands of dollars of property and the expenditure of thousands of dollars of public funds. The public considers you a member of a selected group. This is why so much unfavourable publicity results from one misdeed of an officer.

An Army officer may be said to lead two lives. He has his personal life and he has his public or official life. His personal life belongs to him. His public life belongs to the Army. When his deeds, actions or omissions in his personal life are such as to reflect in his public or official life, then his personal life becomes public. Therefore, he must lead his

personal life and his public life in such a manner as to reflect only the highest possible credit to himself, to his family and to the Army.

Loyalty and Integrity

Your success in the Army will be directly proportionate to the loyalty, effort and enthusiasm that you put into it.

The standards that guide Army officers in matters of official and personal conduct are found partly in written laws and regulations and partly in unwritten customs and traditions of the military service. They reflect centuries of experience by many armies.

The mark of an officer consists, therefore, of two elements, knowing what the standards are and having the strength of character to live by them.

The military code by which we live is much the same as that which guides all honourable men. The big difference lies in consequences of observing or violating it. For a private citizen, the consequences are personal and limited. For the officer the consequences go beyond the personal to affect the reputation of the Army and the welfare of the country. An officer's conduct can affect the lives of many soldiers, the outcome of battles and sometimes may even determine the future security of Canada.

To quote the advice from a very great English soldier, the first Duke of Wellington:

"The secret of success lies in embracing any opportunity of seeking high and right ends and in never forgetting the golden rule of the catechism of doing your duty in that station of life to which it shall please God to call you."

From time to time you will get orders that might sound unreasonable. When this happens - and it will happen occasionally - be careful that you do not fall into the weak-kneed habit of trying to alibi yourself to your juniors. It is easy, when you have received an order that seems unreasonable, to say as you pass it on, "I don't agree with this but Capt X says so and so." When you give your orders, do so in a straightforward manner just as if you had no doubts at all. If you don't and try to excuse yourself, you are being disloyal to your superiors, your troops will sense your attitude and the job will not be done or else done in a slipshod manner. Chances are that there are good reasons for the order but that the whole picture has not been given to you for any of several reasons.

This is all tied in with the business of loyalty and is difficult to explain. Being ambitious and a human being, it is difficult to avoid being critical of your seniors. However, there is a neat dividing line between healthy curiosity to know the big picture and carping in a destructive manner. This last can be very dangerous and it is hard to control once it starts, so you should avoid the tendency to be too critical. This does not mean that you should stifle your own ideas and thoughts. By

all means put up your own suggestions, but if you are shot down then accept the final decision and get on with the job.

An officer must never run down his Corps in the hearing of outsiders; this is particularly important for RCEME officers, who are frequently attached to units of other arms. RCEME officers must adopt the same standards of loyalty towards the units to which they are attached as they apply to their own Corps. Esprit-de-corps must not tempt officers into running down other regiments and corps; it is bad manners and does irreparable harm. A junior officer should keep his opinions and criticisms to himself until asked for them. Every officer must be careful not to decry the Army in the presence of civilians. There is always a tendency to criticise the "powers that be" and in particular AHQ, for any unpopular aspect of Army life. Such criticism is frequently based on ignorance of the facts and is consequently unjustified. In any case, it is bad for the Army and achieves no useful purpose.

Your loyalty to Her Majesty the Queen, your country, the Canadian Army, your Corps and the men you serve with, should never be open to question.

Education

It has been axiomatic for decades that an Army officer continues to educate and inspire himself with worthwhile reading. He should keep himself in touch at all times with the international, political and military situations.

This is expected of any intelligent and educated person and an officer is responsible for making his men aware of these matters. To keep himself in the picture, an officer should read a good newspaper daily and as many periodicals as possible. A RCME officer should also keep abreast of major technical developments by attending meetings and lectures given by the professional institution of which he is a member and by reading the technical press.

Every officer who is a graduate engineer or engineering technologist is urged to join one of the Provincial Professional Engineering Associations.

You must be continually working to improve your own military knowledge. It is wrong to drift along from day to day until your promotion exams are around the next corner and then cram like mad. Even if you do manage to bluff your way through you will be far from properly qualified, in that your background knowledge will be skimpy. Set yourself a goal of study and work at it steadily and when the time comes it will be only a matter of brushing up a few points prior to the examination.

Military training received on your entry into the Army is very elementary as you will realize as you go along. You will discover a fascinating thing about the Army - there is no end to the things to be learned if you keep your wits about you.

Punctuality

It is the duty of every officer to be

punctual for a parade or duty and it is bad manners to be late for an official appointment. An officer should make a practice of always being five minutes early for a parade or appointment. It is an officer's duty, however, to ensure that men are not paraded unnecessarily early just to ensure punctuality.

Relationship with Subordinates

The relationship between a young officer and his subordinates must be based on mutual respect. The wrong approach can lead to serious misunderstandings which may take a long time to rectify. The following points will help the young officer to find the correct approach, but when in doubt, the advice of the unit adjutant or sub-unit commander should be asked:

- a. Do not worry about being popular; do your job to the best of your ability and always be scrupulously fair. In this way you will get the respect of your subordinates which is a far more durable quality than popularity.
- b. Get to know your subordinates when they are off duty. One of the best ways is by taking an active part in unit games. In this way you will quickly learn the personalities of the men you command and their valuation of each other.
- c. Never put yourself on a pinnacle. This is a sure sign of an officer who lacks confidence in himself. Always be approachable to your subordinates but never permit familiarity.

- d. Always give a soldier his correct name and avoid nicknames. You should know the names of all your subordinates and take a genuine interest in their family affairs without prying unnecessarily. Always remember that each soldier is an individual and not merely a part of a machine.
- e. Remember that the RCEME soldier is usually an intelligent, highly skilled tradesman in his own right; he will invariably respond to intelligent leadership but will be quick to detect pomposity or insincerity.
- f. As a young RCEME officer you will have to deal with highly trained and experienced artificer warrant officers and senior non-commissioned officers. Remember that they will usually know a great deal more about the detailed technical functioning of their department than you do. Take their advice on technical matters of which you are unsure and on which they are expert.
- g. It is most important that officers should make themselves thoroughly familiar with the structure of the Army and Corps regulations concerning other rank promotion and career prospects, etc, in order that they may advise the young soldiers serving under them.
- h. When a soldier under your command is in trouble, find out what is bothering him.

He may be worrying about a debt, his wife or both. Find out how long he has been employed on the same job. Why hasn't he been promoted? Why hasn't he attended an NCO course? There are a lot of things that might easily explain his seeming revolt against authority. It is your job as an officer to know about these things and adjust them where possible. After the men get to know you, they will come to you with their troubles. On the other hand your man might be a poor soldier, in which case a blast from you may straighten him out. In any event, make a quiet investigation before you make a move.

- j. As an officer you must know a lot of apparently irrelevant things about the men under your command. Remember it doesn't do to be considered an easy mark for a sob story. When you do have to reprimand a man, be sure to give him whatever he deserves and then forget it; whatever you do, don't hold a grudge against any man of your command. Find the reason for the trouble, deal with it and forget it.
- k. Advice given by an officer in the early stages of a soldier's service may have very important repercussions years later and it is the duty of all officers to ensure that such advice is never given lightly or without the fullest investigation.

SECTION 3 - SALUTING

In Uniform

The practice of saluting should be carried out punctiliously, whether on or off parade. On parade when reporting to a senior officer or even one who is of equal rank but senior, he must be addressed as "Sir" and saluted. When not on parade, captains and subalterns in uniform should salute field officers, that is, officers of the rank of major and above, and address them as "Sir". Officers of equivalent rank in the RCN, RCAF, Commonwealth Forces and officers of foreign armies will be saluted whenever they are recognized. An officer must always salute on boarding or leaving any of Her Majesty's ships or foreign men-of-war.

Women's Services

Saluting between women's and men's services should be a matter of courtesy rather than of discipline. On parade or on duty, however, the normal rules will apply to both services.

Saluting When in Plain Clothes

An officer in plain clothes will raise his hat instead of saluting. It is customary for officers not wearing head-dress to acknowledge salutes by saying "Good Morning" or some such greeting.

Returning Salutes

It is an officer's duty to return a salute smartly; if smoking, he must first remove the pipe or cigarette from his mouth. An officer should use forethought by keeping his hands free when he is likely to be saluted. When returning a salute an officer should always look towards the person whose salute he is returning.

In Company of a Senior Officer

When walking with a senior officer, the junior officer should always walk on the left so as not to interfere with the senior officer's salute should the occasion arise. However, if the senior should detail the junior officer to accept and return salutes, he may position himself on the right of the senior officer.

In Company of a Lady

To avoid striking the lady with the swaggerstick or hand when saluting, it is advisable to walk on the lady's right.

Dismissing Troops

An officer must always return punctiliously salutes paid to him by bodies of troops when dismissing. He should stand still, facing the dismissing body of troops and should salute when they do so. If a senior officer is watching a parade, the officer, warrant officer or non-commissioned officer in charge

of the squad should ask permission before dismissing the parade.

Military Offices

All visitors to one's own office should be treated with courtesy and a junior officer should stand up when a more senior officer enters.

Spectators at Military Parades

The following procedure will be used as a guide for spectators at military parades:

- a. Spectators will stand when the reviewing officer arrives. If the reviewing officer passes the spectators' section on his way to the saluting base, officers will salute as he passes. Spectators will remain standing until the General Salute and then be seated.
- b. Officers will not salute during the General Salute.
- c. Spectators will remain seated during the March Past except when colours are carried on parade. Spectators will stand and officers will salute as the colours pass.
- d. After the advance in review order, spectators will stand and remain standing until after the General Salute. Officers will not salute during the General Salute.

- e. When the reviewing officer leaves the parade ground the procedure will be the same as on his arrival.
- f. When attending parades and the local procedure is unknown, officers should take care to find out what the procedure is beforehand.

Cenotaphs

Officers passing a Cenotaph should salute if in uniform or raise their hats if in plain clothes.

Colours

Officers passing or passed by troops with uncased standards, guidons or colours, will salute except when carried by units forming part of the escort to a military funeral. Cased colours will not be saluted.

Funerals

If an officer is passing or being passed by a military or civilian funeral, he will salute the coffin. Officers will also salute when the Last Post is sounded at a military funeral. It may also sometimes be ordered that officers will salute when Reveille is sounded.

National Anthem and "O Canada"

Whenever the National Anthem, "O Canada" or a foreign anthem is played on parade, all

ranks in uniform not under orders of a parade commander will salute.

When the National Anthem, "O Canada" or foreign national anthem is played in public, eg, at sports meetings, officers will salute if in uniform or raise their hats if in plain clothes.

Officers attending a church service who are not under orders of a parade commander, should ascertain if they are to salute during the playing of the National Anthem and "O Canada".

Retreat

Officers who are in the vicinity of the flag pole when "Retreat" is sounded, should stand to attention but should not salute.

SECTION 4 - THE OFFICERS' MESS

Origin of the Officers' Mess

Officers' messes were no doubt instituted for the sake of companionship, convenience and economy.

"The New Art of War" published in 1740 under the heading, "The Duty of an Ensign and How He Ought to Behave Himself" stated:

"He must be frugal some days in the week that he may be enabled to keep company with his officers when they do him the honour to ask him to drink a bottle with them and it may conduce much to the credit of every Regiment, if the

officers would agree to observe the same rule which was practised in one particular Regiment and was as follows: The Commanding Officer, considering how small was the pay of the subalterns and that they were frequently obliged to go to ale houses and cook shops, not being able to keep company with superior officers, proposed that they should eat and drink together, and so that the expenses might not fall heavy upon the subalterns, every officer should pay a proportion to his daily subsistence money."

The Purpose of Officers' Mess

The three main purposes of any mess are to serve as:

- a. The home of all "living-in" members.
- b. The club of every serving officer of the unit.
- c. The centre of social life of officers of the unit.

It is in the interest of military discipline that officers seek comradeship amongst themselves. Not only is this encouraged by having such an institution, but the members are able to enjoy a high standard of entertainment on an economical basis.

The new officer should be fully aware of the advantages as well as the privileges that are associated with becoming a member of the mess. Junior officers should be conscious

of the fact that they are afforded an opportunity to improve their military education under guidance of those more experienced.

The new member on entering the mess should ever bear in mind that with his new privileges go new responsibilities. He must be prepared to take stock and adjust himself to reach the standards expected of a newly commissioned officer in both a military and social sense.

The Commanding Officer

The Commanding Officer of a unit or the senior officer of a garrison, school or similar organization, is responsible for the general standard of his officers' mess and the manner in which it is run.

The Mess Committee

The mess committee is responsible to the Commanding Officer for the management and conduct of the mess. The committee might consist of:

- a. A President (PMC), usually a field officer, appointed by the Commanding Officer.
- b. A Secretary, appointed by the Commanding Officer.
- c. A Treasurer, appointed by the Commanding Officer.
- d. A Messing Member, (a living-in member)

elected by members of the mess.

e. Sub-Committees, eg,

- (1) Entertainment committee, responsible for the social duties and organization of social functions as directed by the PMC.
- (2) House and property committee, responsible for the maintenance of mess property and furniture.

Members of sub-committees are usually elected by members of the mess. These responsibilities are in addition to their normal duties and in an active mess much of their own time is demanded for mess business.

Co-operation with the Mess Committee

If the mess is to operate efficiently, the co-operation of all members with the mess committee is essential.

Information regarding mess business and activity is usually conveyed to all members by use of the mess notice board. Members should make it a daily practice to check the notice board and acknowledge the efforts of their committee.

All members should be familiar with the constitution of the mess. A copy of these rules and regulations can usually be obtained from the mess secretary.

Mess bills are the first claim on a

member's pay. Even if indebted in other ways, an officer must invariably settle his mess bills in full by the 7th of each month.

Dress

All members should be fully conversant with rules and regulations regarding dress in the mess.

The wearing of correct uniform in the mess is always acceptable and in keeping with custom.

It is noticeable that messes which have rigid rules for dress usually have a higher standard of conduct.

"Living-in" members, because they spend more time in the mess and have their quarters close at hand, are more exposed to the relaxing of dress rules. It is worth commenting that when dress standard of this element of the membership is high, an example is set for others to follow.

A number of messes maintain a room apart from the common rooms of the mess which members may use at certain hours in relaxed dress. This provides use of the facilities of the mess for members after participation in sports and recreation and by having such a room, any temptation to break the dress rules of the mess is decreased.

It is in the interest of the members' own health and in consideration for others that

the time spent in such a room after taking vigorous exercise should be limited.

Social and Official Relations

The contrast between social and official relations may at first seem difficult to appreciate. The Commanding Officer, Adjutant or Sub-unit Commander may be severe on parade but this is forgotten in the mess. If reprimanded for a fault when on duty, an officer must never brood over it or carry a grievance into social life or into the mess.

Off parade and in the mess, senior officers should be treated with natural courtesy due to their rank, age, experience and responsibility, but the young officer must never be frightened of them. The normal polite behaviour of a gentleman is all that is required.

It is customary in the Service to say "Good Morning" or "Good Morning, Sir", as the case may be, to other officers when met for the first time that day. The junior should speak first.

Conduct and Etiquette

A member's conduct and knowledge of correct etiquette can do much toward bringing credit to himself and to his unit and ensuring harmony prevails within the mess.

The officers' mess is not only the home of individual officers, but also the home of the unit officers as a group. The tone of the mess will have a direct bearing on discipline

throughout the unit. It is essential, therefore, that an officer should behave as he would wish others to behave in his own home. A great number of personal likes and dislikes must be put aside for the benefit of the mess as a whole.

Extremes in both formality and informality can injure the atmosphere in the mess. Because of variation in this regard to be found in different messes, it is wise for junior officers to observe the standard set by the senior in the mess.

Courtesy to Senior Officers

When the Commanding Officer or an officer of corresponding or higher rank enters the ante-room, all officers who are seated should stand. Usually the senior officer concerned acknowledges this action by saying, "Please don't get up, gentlemen" or some similar remark.

A junior officer should not be afraid to enter into conversation with senior officers in the mess. Usually you will find senior officers rather easy to talk to and interesting to meet. When spoken to by anyone who is obviously his senior and who is standing up, an officer should also stand up.

The advantages and comforts available in the mess are there to be shared equally by all. Young officers can quickly build up resentment in others, however, by being too forward and misinterpreting civility to the point of forgetting their military manners and the normal respect due authority. Essentially, behaviour

to senior officers is based on normal good manners which apply everywhere.

Courtesy to Visitors

Visitors to the mess must be made welcome. If unaccompanied they must be greeted when they enter the ante-room and entertained until the officer they have come to see arrives. The way visitors are received is an important sign of mess standards. The cost of entertaining visitors, except those invited by an officer as his private guests, should be borne by the mess as a whole, ie, charged to "mess guests". When an officer brings a visitor into the mess, whether his own guest or not, he should introduce him to the Commanding Officer if present or to the senior officer in the mess at the time. He must also remember that he is responsible for the good behaviour of his guest.

Topics of Conversation

One of the oldest traditions in Service messes is that "shop" is not spoken in the mess. However, military matters are settled in the mess sometimes through necessity but such discussion should be limited as far as possible. This does not mean that officers should not discuss general technical and military problems which stimulate their professional interest; indeed, such discussions should be encouraged. Never indulge in loose gossip about ladies in the mess; it is offensive to many people and may be dangerous. Argument on political and religious topics should be avoided.

Drinking

It is in the interest of every officer's own career that his capacity for drink and good drinking habits be learned at a very early stage.

It is erroneously thought necessary by some that a successful member of the mess must be a heavy drinker. Nothing could be further from the truth. Moderation in food and drink is a wise precept for anyone. No officer at any time, but especially on guest night, should try to match the capacity of any more hardened drinkers with whom he may be mixing. There is nothing clever in being able to consume a large quantity of alcohol; it merely indicates that your drinking is habitual. Many a good officer has found his climb up the promotional ladder halted for no other reason than over-indulgence.

Choice of the right kind of drink at the right time is important. It is far wiser to take one short drink, such as wine, before a meal, than to affect both sense of taste and your appetite by long or numerous drinks. It is apparent that this practice can eventually affect one's health.

"Never take a drink before the day's work is done" is a rule followed by many a keen soldier. Form good drinking habits, stick to them and above all, a repeated reminder, "know your capacity".

Treating

Some messes have a "no treating" rule. This, of course, does not apply to mess guests

but only amongst the members themselves. There is no custom which calls for mess members to buy fellow members a drink every time they meet in the mess.

At first glance it may appear that such a rule would have an adverse effect on the social life of the mess. To the contrary, some members do not frequent the mess as often as they would like because they cannot afford to "stand" drinks all round. This practice causes members to drink more than they wanted and spend more than they intended.

Complaints

Unless he is a member of the mess committee, an officer should not find fault with, reprimand or complain to the mess staff. If he has cause for complaint, the correct procedure is to take the matter up with the mess secretary or with a member of the mess committee.

A "suggestion book" is kept in most officers' messes, but it is not the right place for recording complaints against the staff and is intended for constructive suggestions for the improvement of the mess as a whole.

Animals

Dogs are often not permitted in officers' messes; some messes make exceptions and you should find out what the current rule is in your mess, but in any case, an officer owning a dog must see that it is never a nuisance to anyone in the mess.

Ladies

A ladies' room is normally provided. The hours during which it may be used should be laid down in mess rules. Ladies should not be admitted to any rooms of the mess other than the ladies' room except on special occasions, such as dances or cocktail parties and open nights. Ladies are not normally permitted into the bar unless they are members of the Armed Forces.

Customs in Other Messes

Nothing is more embarrassing and sometimes humiliating, to a young officer, than to be entertained in an officers' mess other than his own, and unwittingly fail to observe its long established customs. The officers' mess is, for the time being at least, an officer's home, and messes, like homes, conform to a certain amount of domestic ritual which they expect their guest to respect. If, therefore, a young officer does not wish to be regarded ignorant, boorish or unfeeling, he should ascertain all he can about the customs observed in a mess to which he has been invited or to which he may be temporarily attached.

Mess Dinners

Attendance at mess dinners is compulsory and it is quite inexcusable for a member to be late in arriving. Should an officer be unfortunate enough to be late for dinner, he must immediately on entering the dining room, before proceeding to his chair, go straight to the President and offer a suitable apology. This

will not, however, save him from incurring his Commanding Officer's displeasure.

All members normally assemble in the ante-room about half an hour prior to the time fixed for dinner.

The advice given previously both in the matter of etiquette and drink would apply at this time.

If you should arrive before the mess senior, then respects should be paid to the senior in the mess at the time.

It is the custom in some messes that during this assembly period everyone remains standing and there is no smoking. Guidance should be taken from the hosts in regard to these matters.

When the steward announces "dinner", the President advises the senior present and he leads the procession into the dining room. Usually, a few moments are allowed to elapse after the announcement to allow those assembled to dispose of their drinks, etc.

The senior member is then followed by the President and the remainder follow, but not necessarily in order of seniority.

If there is a seating plan, it saves confusion in the dining room if the members enter in the order they are to be seated.

When guests are present, a different rule applies. A member of the mess is appointed

as a host for each guest. They go in to dinner in order of the guest precedence regardless of the rank of the appointed host.

On arrival in the dining room, each person stands behind his chair. If there is no padre present, the duty of saying grace may fall to either a senior member or the President, after which everyone seats himself.

New members may be concerned about table etiquette. One sure way of surmounting this problem is to watch one of the more experienced nearby and follow his example. If this is not convenient, it may be of some help to know that silverware is set in such a way that the utensils on the outside are used first and then each piece as required, working progressively toward the plate. Additional information on table etiquette is contained in Annex B.

It should be remembered that mess dinners are intended to be happy "family" gatherings and not "solemn" affairs. There is nothing more enjoyable than friends gathered around a table of good food and good drink high lighted by interesting conversation.

The Toast

Before going into the subject of "toast", it may be well to know some of the history of the custom.

The term "toast" as applied to the drinking of one's health, originated in the early seventeenth century and was in reference to the custom of the time of drinking to the ladies.

It was the custom to put a piece of toast in the wine because of the belief it added flavour and it is because of this the drinking of one's health is known as a "toast".

The "loyal toast" is the term used in reference to the drinking the health of the Sovereign. It is well to know that not all regiments follow this custom and amongst those that do there are many colourful and varied methods.

The generally accepted procedure is as follows:

The wine decanters are passed clockwise around the table, one usually starts at the President, at the head of the table, and a second at the Vice-President, at the foot of the table. Each person pours for himself. In some regiments the decanter is not allowed to touch the table. When all glasses are filled, port, sherry or water may be used, the President rises and knocks once on the table and proposes the health of The Queen by saying, "Mr Vice, The Queen". The Vice-President then rises and seconds the proposal by saying, "Gentlemen, The Queen". "Ladies and Gentlemen" if ladies are present. All present then stand to attention lifting their glasses from the table. If a band is present, the first six bars of "God Save the Queen" are played while all present stand with their glasses raised. On conclusion of The Queen, all present then repeat the toast,

"The Queen" and drink a toast to Her Majesty. If senior officers are present, they may be heard to add after "The Queen" the words "God Bless Her". Members should know that this practice is usually observed only by officers of Field Rank or above. This may be followed by other toasts.

After the toasts, desserts, fruit, etc, and coffee are served and the wine decanters are circulated.

At this point the senior officer will either say, "Gentlemen, you may smoke" or indicate his permission by "lighting up" himself. Smoking is not permitted until such permission has been given.

At the conclusion of the dinner the senior officer with senior guests will depart. It is a display of good manners for the remainder to rise to their feet and remain standing until they have left the dining room. The remainder can then either leave the table or sit down again.

The President remains until all members and their guests have left the table.

When only junior members remain he may leave if he desires but before doing so he will call upon the Vice-President to take his place at the head of the table. The latter will remain until all other members have left the dining room. It might be mentioned at this point that the Vice-President is usually chosen from the junior officers for the occasion.

The advice given earlier with regard to conduct, conversation and drink, etc, in the mess would be worthy of consideration when making your choice of after-dinner activities.

In addition, it is customary that members do not leave the mess until after the senior has departed. If so, certainly not before first obtaining his permission.

SECTION 5 - CALLING

In peace time the meticulous observance of all matters connected with the social side of Service life is not only essential if the Service is to take its proper place in the esteem of the country, but also it forms an integral part of Service life.

There are different schools of thought on many minor details of etiquette and a divergence of opinion as to what is customary and what is not customary.

The aim must, therefore, be to state what principles are accepted by the majority and hope that these may be coordinated in spite of the criticisms of those who have other views.

Calling and Its Objects

In order to promote that friendly spirit which should exist on every Service station, the custom of "calling" is a duty which every officer is expected to observe. It is one of the principle means whereby all the personnel, including

the families of officers get to know each other. Furthermore, it is the only entry into the social life of the station.

First Call

The newly commissioned officer's first call will be upon the officers' mess of the station where he takes up his first appointment.

The procedure is the same in calling on any officers' mess in any of the three services and is described in the following paragraph.

When Calling on a Mess

When visiting any officers' mess for the first time in any of the three services, an officer must leave two of his visiting cards in the main hall. One is intended for the Officer Commanding the unit or station, the second for the other officers.

Write on the top of the first card above your own name, the rank and name (include any decorations to which the officer is entitled) of the Commanding Officer and directly underneath put "Commanding" inserting the unit or station commanded by the officer concerned. If information is required as to the name of decorations of the Commanding Officer, ring for a mess waiter and request him to obtain the necessary information for you.

On the second card write at the top, "The Officers" and directly beneath this the unit or station concerned.

Bachelor Calling on Married Officers

A young officer having left cards at his new mess, will now call upon the senior officer of the station at the earliest opportunity, unless, of course, this officer lives in the mess. In the majority of cases he will be a married man and the following advice may be used as a guide when calling upon him and the remainder of the married officers.

Officers will wear service dress or civilian clothes when paying social calls. Remember that your appearance will be carefully scrutinized and realize that under conditions permitting such calls, there can be no excuse for not being smartly turned out, clean and correct in every detail of your dress.

If existing circumstances make it impossible to keep the customary hours for calling (3 pm to 5 pm), a brief call between 7 pm and 8 pm would be permissible. It is the custom to exclude Saturdays and Sundays.

If the person being called upon is "at home", give your name and do not remain longer than twenty minutes. Should you be invited to tea or other refreshment, make some excuse ten minutes afterwards to make your exit, leaving your two cards on the hall table as you go out.

On occasions when no reply is received after ringing the doorbell, it is permissible to drop two cards through the letter box, but it is a breach of etiquette to call when you know full well that the people you are calling

upon are away from home.

Similarly, it is incorrect to inquire from your host or hostess whether they will be "at home" if you call on any particular day.

Unless the station is exceptionally large, calls should be completed within the first fourteen days of arrival.

Calling on an Officer's Wife

In the event of your being married on arrival at a station for the first time, you will leave cards upon the officers' mess table, but from then onward the "calls become your wife's affair". She will undertake all calls for you, but in addition to leaving two of your cards, she leaves one of her own.

The general custom in this country is for the newcomer to call upon the wife of senior officers only; the wives already on the station then call upon her.

She will in turn, of course, call upon the wives who arrive at any date subsequent to her arrival.

This is the general guiding principle, but circumstances of some stations may necessitate a slight variation of this. Officers on arrival should obtain from the Adjutant or Mess Secretary confirmation that normal procedure is being followed and a list of those upon whom calls should be made

Calling on Bachelors

Should occasion arise that a bachelor has to be called upon, the officer even if married, must call and only one card will be left.

Farewell Calls

On being transferred to another station (unless the move is temporary), before you leave it is necessary to call again but on this occasion write the letters "ppc" in the bottom left-hand corner of all cards. (For information, this stands for "pour prendre conge".)

If time does not permit all these calls to be completed, it is permissible to send the remainder by post, but they must be accompanied by a short note of apology.

Subsequent Calls

After the first formal call, do not leave cards on any other occasion until you leave your ppc cards. Although it is now done infrequently it was the custom in the past to pay a formal call after receiving hospitality. Should officers encounter this custom the procedure is to call within two weeks of receiving hospitality and leave the normal cards, in this case inscribed "pr" in the lower right corner. "Pr" stands for "pour remercier".

SECTION 6 - RETURNING CALLS

On Behalf of the Mess

Every officer's mess has a visitor's book in the main entrance hall and when local residents call, it is most important that they should sign this. It is always the man who does so; the mess being a bachelor establishment, his wife cannot call. In returning such a call, this fact must be remembered and one card must be left as for a bachelor, irrespective of whether he is married or not.

Not less than two members of the mess should be detailed by the President of the Mess Committee to return such calls, leaving one of the mess cards and one of each of their own. These calls may be made between 3 pm and 5 pm on any day other than Saturday or Sunday, but at no other time.

Married Officers Return Bachelors' Calls

Within a week of a bachelor calling on a married officer and his wife, the husband should leave one of his cards in the letter rack of the bachelor officer making the call and should be followed as soon as possible with an invitation to partake of some of the hospitality at the house on which the call was made.

Wives Return Calls

When a newly arrived wife has been called upon by another who was on the station

at the time of her arrival, she must acknowledge this by returning her call formally and leaving cards before fourteen days have elapsed, if possible.

SECTION 7 - CALLING CARDS

Correct Calling Cards

Cards must be of the correct size, those of officers being $1\frac{1}{2}$ x 3 inches and must be of the first quality.

Do not commit the error of having cards "printed" at inferior stationers, thinking no one will know. Your name must be engraved on a copper plate. The difference is apparent at once to the touch; the writing can be felt on a card made from a plate, whereas the ordinary printed card will feel smooth.

Officers below the rank of captain do not show their rank on their card, but have "Mr" prefixed to their names.

In the past, it was considered correct to use initials only rather than full christian names on calling cards. These days, however, the practice of using one christian name plus remaining initials or even all christian names in full is frequently seen.

Decorations must not appear on a visiting card, and ranks must not be abbreviated. There must be no other wording unless the officer is a member of a recognized club, when the name of

such club may be inserted in small script in the bottom left-hand corner. A sports club does not come within the meaning of recognized clubs.

If an officer should find himself temporarily without cards, it is permissible for him to use a blank card of the correct size and quality on which he has written his rank and name in his own handwriting.

SECTION 8 - INVITATIONS

General

Invitations fall under two headings - formal and informal - and must be answered in the form in which they are issued; that is, a formal invitation must be answered formally, an informal one informally.

Etiquette demands that all invitations once accepted must not be declined subsequently, except for reasons over which one has no control, such as serious illness or unavoidable absence on duty.

Formal Invitations

The writer of a formal note always expresses himself in the third person and usually mentions his correspondent in the third person also. It should be in manuscript (not typed), written on the front of a sheet of good plain paper which has been folded once

from the left. The margins should be balanced top and bottom and left and right for each line. It should be then folded not more than once and enclosed in an envelope matching the paper. A typical wording may be as follows:

Mr and Mrs GM Berry
request the pleasure
of the company of

Mr WC Small

at luncheon

on Thursday, January the fifth

at half past one o'clock

at their house

at forty-six Sicily Drive

Messes may use engraved invitation cards on which spaces have been left for inserting the name of the guest, the type of function, the time, etc. Replies to formal invitations, whether written or engraved, should be in manuscript and follow the same form as a written invitation. A formal reply accepting the above invitation would read as follows:

Mr WC Small

accepts with pleasure

the kind invitation

of

Mr and Mrs GM Berry

to luncheon

on Thursday, January the fifth

at half past one o'clock

at their house

at forty-six Sicily Drive

A refusal would read as follows:

Mr WC Small
regrets that he
is unable to accept
the kind invitation
of

Mr and Mrs GM Berry
to a luncheon
on Thursday, January the fifth
at half past one o'clock
at their house
at forty-six Sicily Drive

No reason should be given when "regretting" a formal invitation.

When and When Not to Insert Decorations

It is important that the decorations of individual officers issuing invitations should not appear on the invitation card, but those of the guest invited should be inserted.

In replying always insert in your reply any decorations to which your host may be entitled, but do not insert your own.

Informal Invitations

If you receive an informal invitation, reply in the same form, for example:

Dear Mrs Crane:

Many thanks for your kind invitation to dinner on December 20th. I shall be delighted to come.

Yours sincerely

J Hoist

Or if a refusal is necessary:

Dear Mrs Crane:

I am sorry I cannot accept your kind invitation to dinner on December 20th, as I have, unfortunately, another engagement that evening.

Yours sincerely

J. Hoist

Visits

After staying with friends, even if only for one night, it is not only courteous, but essential, to write a letter of thanks to your hostess. These are commonly known as "bread-and-butter letters".

SECTION 9 - CORRESPONDENCE

Addressing Envelopes

In addressing envelopes, it is courteous to find out whether the recipient is entitled to any letters after his name and to address the envelope accordingly. For example:

Major RR Hark, OBE

Care is necessary, however, as certain symbols are shown after an officer's name in the Armed Services Lists which should not appear on letters, for example, psa, psc and idc.

Use of Decorations

If one is uncertain of the exact decorations or cannot ascertain them, it is better to omit them altogether than to put such a thing as "DSO, etc" after the name. This looks slovenly and infers that the writer knows that the recipient has some decorations, but is too lazy to look up the official list to ascertain what they are.

Corresponding with Senior Officers

When corresponding privately with senior officers, that is, officers who are normally addressed as "Sir" in course of conversation, it is incorrect to use the formula "Dear Sir" and end "Yours Faithfully", as this formula and its variants are reserved purely for business letters.

The correct code of address will depend upon how well one knows the officer. If he is a complete stranger or if one only knows him very slightly, one should address him by his rank and name as, for example,

"Dear Colonel Fare".

If, on the other hand, one knows the officer well, the name may be omitted and he may be addressed simply by his rank, as:

"Dear Colonel".

In all letters the rank must be written in full and abbreviations such as Lt-Col are not permissible. The letter should end "Yours sincerely", never "Yours faithfully", "Yours truly", or "Yours obediently".

SECTION 10 - INTRODUCTIONS

Main Rules to Observe

Introductions do not present the difficulties alleged by some; the main points to remember are:

A gentleman is introduced to a lady
A single woman to a married woman
A younger to an older man
A junior to a senior.

In making the introductions, the names of both parties should be given clearly, for

example,

"Major Spark, may I introduce Lieutenant Flame."

or

"Mrs Berry, may I introduce Major Spark."

Acknowledgement

It is usual for both parties to the introduction to remark "How do you do, Lieutenant Flame" (or "Mrs So-and-so") with a suitable reply from the junior, such as "How do you do, Sir" (or "Mrs Berry"), not out of solicitude as to the health or well-being of the other, but merely as a conventional intimation that the introduction has been effected. It is incorrect to pass any remark as to one's health or, worse still, pleasure at meeting the other person, such as, "I am very well, thank you" or "I'm pleased to meet you".

Guest Night

On guest nights one's private guests should be introduced to the Commanding Officer as early in the evening as convenient.

Formal Dances

At formal dances, although every member of the mess is host in many respects, the Commanding Officer and his wife act as formal host and hostess and introductions are accordingly effected when guests are presented on arrival.

Informal Dances

At informal dances, although the Commanding Officer and his wife may not be the host and hostess, it is only courteous to take one's guest to them and make the necessary introductions.

SECTION 11 - GETTING MARRIED

Considerations

Many a man is made or broken by his wife. A young officer must remember that he has a lot to learn. As a single officer he can easily and rapidly assimilate the life and feeling of the Corps. He has more time to spend with and for the men. He is more easily available to the men of his command on a twenty-four hour basis.

This is essential in the development of a young officer. It is understood that this forces the officer into a relatively narrow groove but it is in this groove that the essentials of his training as a young officer are to be found.

The Officer's Wife

Can your wife fit into this picture? Of course! Without her wholehearted participation in your unit activities, she loses out on half the pleasures, pride and memories of Army life. Character development is a mutual affair - the more she imbibes of Army tradition,

customs of the Service and stories of the Army, the more she can help you develop wholesomely and completely in the Army way of life.

Weddings

In a service wedding where the groom is a commissioned officer, brother officers in uniform acting as ushers make the arch of swords for the bride and groom either at the foot of the chancel steps at the end of the ceremony or, if the couple prefers, outside if the weather is good.

In the first case, as soon as the ceremony is over, the ushers line up and at the command "Draw Swords!" from the head usher, unsheath their swords and make the ceremonial arch for the bride and groom - and for them only - to pass through, then sheath their swords at the command "Return Swords!" and escort the bridesmaids down the aisle. If the arch is to be outside the church, the bridesmaids go down the aisle alone and the ushers leave by the side door with the best man and go quickly around the front of the church to form the arch as the bride and groom appear.

Civilian and military personnel are sometimes together in a bridal party, but where some ushers and perhaps the groom are required to be in uniform, others are required to conform to the proper formal dress for the time of day and season.

If the arch of swords is used, civilian ushers line up too, but merely stand to attention.

Military ushers, when carrying swords, offer their right arms to the bridesmaids at all times and the bride stands to the right of the bridegroom when he is in full dress uniform. Civilian ushers when mixed with military, will conform.

Military personnel never wear boutonnieres, even at weddings.

SECTION 12 - OFFICER'S PERSONAL DOCUMENTS

The following personal documents are initiated for every officer:

- a. Identification Card (CAFB 20)
- b. Record of Service Book (CAB 2 Pt 1)
- c. Confidential Report (CAFB 318).

Identity Card (CAFB 20)

This card must be readily available at all times and should be carried personally whenever it is likely to be required. If it is lost the fact must be reported at once. Great care should be taken of the card, as its loss entails a vast amount of enquiry and administrative work.

Record of Service Book (CAB 2 Pt 1)

The book contains a record of all orders which have been published, that concern the officer personally. The book is held and kept

up-to-date by the company orderly room, but the officer to whom it refers may see it at any time and in his own interest he should examine it from time to time, so as to be assured of its accuracy.

Confidential Report (CAFB 318)

In accordance with Canadian Army Orders, a confidential report is furnished annually to AHQ on every officer. The report is strictly confidential as between the officers reporting and the officer reported on.

The purpose of confidential reports is to enable complete appraisals of individuals to be made periodically and to build up a continuing record of performance and capability throughout an individual's career. Confidential reports are used by AHQ in determining career planning for individuals and as a guide to selections for promotions and postings.

The confidential report contains a word picture on the rated officer, describing both his strong and weak points and contains expression of opinion on the majority of the factors listed below:

- a. Loyalty
- b. Sense of responsibility
- c. Personal appearance, bearing and care exercised in dress, both on and off duty
- d. Extent of military knowledge

- e. Degree of common sense
- f. Energy and persistence
- g. Ability to handle men
- h. Tact and diplomacy in dealing with superiors and subordinates
- j. Imagination and initiative
- k. Receptiveness to new ideas
- l. Ability to take decisive action when necessary
- m. Ability to organize work
- n. Degree of self-assurance
- o. Whether deliberate or impulsive
- p. Whether co-operative
- q. Capacity for oral and written expression.

Confidential reports are most important and in the officer's own interest, he should ensure that he is reported on every year, especially if he is posted to a new unit shortly before the normal time for initiating the reports.

SECTION 13 - FORMS OF ADDRESS

Officers

On parade, an officer should always address other officers senior to him, whether by rank or appointment, as "Sir".

When a subaltern is addressed on parade or referred to verbally, he is spoken of as "Mr", but in writing he is referred to by his actual rank, ie, lieutenant or second-lieutenant.

It is advisable to avoid addressing captains as "Captain Jones" except on parade. However, if it is desirable for any reason to address an officer by his rank, this form may be used. It is wrong to address a captain as "Captain without the surname."

A young subaltern often feels different in addressing a senior captain with possibly twenty years service as say "Bill" but it is quite correct for him to do so. However, he may prefer to call him "Sir". It is then a matter for the senior to check him if he wishes to be called by his name.

In some units the use of christian names and nicknames is customary, but this should be very carefully indulged in by newly joined officers. For equals in rank be guided by age of officers and length of acquaintance.

Field officers should be addressed as "Sir" by captains and subalterns but the title should not be laboured on or used so frequently as to make the conversation sound ridiculous.

It is not incorrect to address a colonel or major as "Colonel" or "Major" but this habit should as a rule be indulged in by junior officers only when they have considerable length of service.

Warrant Officers

Warrant officers class 1 are addressed or spoken of on and off parade as "Mr". All ranks junior to him address him as "Sir".

Warrant officers class 2 are addressed by their appointment. They are also addressed as "Sir" by their juniors in rank.

Senior Non-Commissioned Officers

Senior non-commissioned officers are addressed and spoken of on and off parade by their rank.

Junior Non-Commissioned Officers

Corporals are addressed and referred to as "Corporal".

Lance corporals are always addressed and referred to as "Corporal" not "Jones" or "Smith".

Craftsmen

Craftsmen are always addressed and referred to by their surname.

SECTION 14 - RELATIONSHIP WITH OTHER RANKS

The Sergeants' Mess

The well being of a sergeants' mess is very important to a unit. It is the place set apart for the senior NCOs to which they can escape and can let their hair down, so to speak, with a certain amount of freedom. You will realize that an officer is always on parade when troops are about and this is even more evident with NCOs who, of course, are in even closer contact with the troops.

If at any time you are invited to the sergeants' mess, you will find them excellent hosts, very pleased to have you with them, but whatever you do, don't be led astray by this very pleasant attitude. Under no circumstances should an officer enter the sergeants' mess except on invitation from the RSM. Do not abuse the privilege - and it is a privilege.

If you have to enter the mess on business, be sure that you ask permission to enter from the senior NCO present at the time. Finally, don't overstay your welcome when attending a mess party. Probably you can keep an eye on the CO or senior present and when he leaves you should leave within a few minutes, having paid your respects to your hosts.

With regard to your general behaviour in the sergeants' mess, you should be more circumspect than in your own mess. Rough talk, excessive drinking, rudeness and horseplay is

quite unforgiveable.

If you comply with these rules, you will find being entertained in the sergeants' mess to be pleasant. Incidentally, meeting on common ground makes for a better understanding and mutual respect.

If it is a dance, do not immediately look around for the prettiest girl in the room and dance most of the dances with her. Avail yourself of this rare opportunity of meeting, dancing and talking to your own particular non-commissioned officers' families.

You will be offered refreshment in the bar; on no account attempt to pay for it, or worse still, commit the unforgiveable sin of offering to buy your host a drink. In the sergeants' mess beware of the liquid refreshment especially concocted for young officers; drinks are not always as innocuous as they appear. Beer is not always beer, or whisky simply whisky. It is an old established but pernicious custom of theirs, well meant, but sometimes disastrous in effect. To accept two of these harmless looking drinks is an adequate gesture to their hospitality.

Men's Married Families

However charming they may be, you must make no attempt to know your men or their families "socially", that is, by visiting their houses as a guest or other form of social liaison. To do so is to invite accusations of favouritism and unfairness, which are difficult to refute and bad for your reputation amongst seniors and

juniors and detrimental to Service discipline.

To refrain from doing so is not a question of class distinction or "snobbery". In these modern times they may possibly be your equals or even socially superior. Your position of authority, with powers of command and punishment, make it most undesirable that you should do so. The situation is not entirely a new one, it has been an excellent custom of the Service for centuries and in no way prevents courteous treatment, respect and good feeling between all concerned.

For the same reason as those given above, officers are forbidden to drink with their non-commissioned officers and men. The spirit of the order is clear and is so important to the maintenance of good discipline that it should be upheld both on and off service stations.

Public Bars

There are occasions when officers enter a public bar, particularly when travelling by road.

Never remain in a public bar if other ranks are present. Let the men enjoy their liquor in their own company; don't "gate crash", it cramps their style and it is unsuitable for you to do so.

Relations and Old Friends in the Ranks

The problem likely to worry you most is the question of your attitude as an officer towards relations or friends in the ranks. If

you use common sense, no difficulty will arise. Get into plain clothes and dine together in a reputable restaurant or hotel; avoid the public bar and be discreet.

SECTION 15 - WORKING WITH THE MILITIA

Sense of Duty

The young officer must bear in mind that members of the Militia for the most part are doing the job from a sense of duty which is much to be commended. It is really a tremendous lot to ask a man to give up so much of his time to prepare himself for the emergency which may never come.

Equipment and Facilities

Having become accustomed to the Regular Army way of doing things, you will find that you will have to adjust your outlook to quite a degree. The Militia cannot hope to have the equipment and facilities available to the Regular Army and a great deal of improvisation is required. You will find it is quite a challenge to your ingenuity to get the most from what is available to you.

Training Time

Another thing that must be borne in mind is, that with the best intentions in the world, the average Militia man simply cannot put in the time we would like him to have for training. We must accept this limitation and

do our utmost to achieve the best training results possible in the time available. It is essential that a cheerful, willing and persevering attitude be adopted.

SECTION 16 - FINANCIAL COUNSELLING

It is never a disgrace to say "I cannot afford it". And when you do have to make such a statement when urged to spend beyond your means, it is certainly not necessary to explain why. Perhaps, in spite of a really generous income, you have obligations about which others do not know or cannot know. It is foolish to commit yourself to expenditures you know you cannot afford and should not make.

Budget

In these days of economic expansion, it is practically impossible to live without an income; easy to live beyond your income and very hard to live within your income.

A budget is a time-tested and proven method of helping to live within your income. The majority of us are painfully aware of the fact that there is very little, if any, money left over at the end of each month, but do not really know exactly what it has been spent on. A simple budget plan, honestly adhered to, can start you and keep you on the way to freedom from financial worry.

The steps are simple:

- a. Be honest in your budget calculations
- b. Put aside the necessary amount each month.
- c. Stick to it.

Bank Accounts

Do you pay by cheque? It is the best way to handle your money and keep your records straight. It does take business-like attention and special care, but then so does handling of money.

You do not need to be very good in arithmetic to avoid the snarls people so often get into with their cheque books, if you just take the trouble to carefully note each deposit and withdrawal on your stubs. Check and double-check each entry carefully and avoid the possibility of overdrawing your account.

For an officer to write a cheque for more than he has in the bank is not only dishonest but also disgraceful and may lead to a court martial. Never, under any circumstances, write a "blank" cheque for anyone.

Credit

Buying on credit is a normal thing nowadays, but when you do, you must be prepared to pay more for the article than if you buy it for cash.

Probably the highest compliment that can be paid to a man is to say of him that "his

word is as good as his bond". In business, the phrase is that "he has a top credit rating".

In any event, such a reputation has to be worked for. It is not easily gained but it is easily lost! One neglected payment on your purchase can do it and it takes a long time to get again. Do not be afraid to ask for credit, do so by all means if you can afford it. If you get it - live up to your signature and the contract voluntarily.

Here are a few hints about your credit:

- a. Think carefully before making small purchases on credit - using your credit is going to cost you money no matter how you look at it, so get the most for your money. Buying small articles on credit, while perhaps convenient, is a costly convenience.
- b. Reserve the use of credit for large items which you really need but for which you cannot pay cash.
- c. Figure out yourself, in dollars and cents, exactly what the carrying charges will amount to. Do not be misled by deceptively small figures worked out by the salesman.
- d. Remember that where there is "no interest or carrying charges", there is something added to the selling price. It all amounts to the same thing - you are going to pay more for the article than if you pay cash.

A good calculation is that:

- a. Your debts should never be greater than 20% of your net yearly income.
- b. Your monthly payments on your debts should never be greater than 10% of your monthly pay.

Borrowing

The best rule, of course, is not to borrow unless there is a real need to do so. Why? Because borrowing is an expensive luxury and, as very often happens, can involve the loss of your security.

If you have to borrow, here are a few hints that may save you a lot of grief:

- a. Is the loan worth the cost, ie, the interest can be 25% or higher?
- b. Is the loan worth the potential loss of the security you must put up?
- c. If you borrow to consolidate your debts, are you sure you are not increasing your debt load?
- d. If you extend your loan or if you re finance it, you are certainly going to pay handsomely for the privilege, because extending the repayment time is also extending the cost of the loan.

Insurance

The Department of National Defence does not assume any responsibility for the loss or damage to private property and personal belongings of an officer resulting from fire, theft or other causes.

Loss or damage attributable to the ordinary risks of civil life are the responsibility of the officer concerned and all officers are warned of the advisability of insuring their private property and personal belongings against these hazards.

Privately Owned Vehicles

Privately owned motor vehicles which require entry to military premises must be protected by adequate insurance.

SECTION 17 - DRESS

Purpose

It is not intended to repeat the regulations about an officer's uniform; such information can be obtained from Orders and Instructions for Dress of the Canadian Army. The purpose of this section is to advise officers on the type of clothes which are appropriate to different social and military occasions and to mention, where necessary, specific items of dress about which mistakes are sometimes made.

Refinements of Tailoring

Personal appearance has a bearing upon .

the character of an officer. It reflects just how engraved in him are the habits and traits that are expected of an officer. An officer is always on parade before civilians.

While he may feel he cannot afford to be fitted by the very best tailors, it will be more economical in the long run. A uniform made of the best material and properly cut, not only adds to the appearance of the wearer, but will outlast those of lesser quality material and tailoring.

Dress and Manners

Good manners and appropriate dress are, or should be, part and parcel of cultured people. Notice the word "appropriate". Civilian clothing must suit the occasion on which it is worn.

There is no excuse whether in uniform or in civilian clothes for an officer to look less than well-groomed. His clothing should always be clean and pressed and of dignified style. He should look and act the part of a gentleman at all times. Rarely will a man achieve the highest levels of success, who thwarts, disobeys or ignores the accepted polite usage of educated and cultured society, the forms of good personal conduct, the dignity of correct dress and habits and traits of character that truly great leaders throughout the ages have always had.

Changing for Dinner

On normal occasions, in most messes, uniforms are not worn after a certain hour, except by officers on duty. If dinner is served at an earlier hour a change of clothing and

clean-up, even if you dine alone are psychologically sound and bring a needed change in the day's pace. Fresh grooming for the evening is one of the criteria of gentility.

Although on some occasions it may be permissible to wear a blazer or jacket and flannels, in the mess in the evening, it is usually considered more appropriate to wear a suit. Blazer or jacket and flannels are considered suitable dress for daytime and at informal events such as sports events.

Order of Dress

A guide to the correct order of dress to be worn by officers attending functions in an individual capacity is given at Annex C. It has been included to stress the importance of being correctly dressed on official occasions.

Invitations

When invitations or orders are sent to officers to attend important Service functions, instructions about the dress to be worn are usually included.

Wearing of Robes with Uniform

An officer while attending a university function, may if entitled, wear academic cap, gown and hood over the uniform.

Courtesy to Civil Authorities

When in civil court, except when on duty, under arms or as escort, head dress will be removed when the judge or magistrate is present.

ANNEX A

THE RCEME (CA(R)) CORPS OFFICERS' FUND

An Executive Committee is appointed by the Director of Electrical and Mechanical Engineering to administer The RCEME (CA(R)) Corps Officers' Fund and is comprised of the following officers:

President - Commandant of The RCEME School

Member - Command EME, Eastern Command

Member - Command EME, Quebec Command

Member - Command EME, Central Command

Member - Command EME, Western Command

Member - Commanding Officer, 202 Base Workshop

Member - DADEME of Brigade in Europe

Member - Lieutenant-Colonel from DEME representing all officers not represented by the above members

Secretary-Treasurer - An officer from the Staff of The RCEME School

DEME assumes the responsibilities of a 'Commanding Officer' insofar as the administration of the Fund is concerned.

The RCEME (CA(R)) Corps Officers' Fund and capital goods purchased by the fund will be

administered by The RCEME School Officers' Mess,
The RCEME School, Barriefield, Ontario.

Duties of the Executive Committee

The duties and responsibilities of the committee are as shown in Article 2.19 of the Manual of Rules for the Administration of Institutes as elaborated below:

- a. All monies collected for The RCEME (CA(R)) Corps Officers' Fund will be deposited in a specific bank and registered under the title "RCEME (CA(R)) Corps Officers Fund".
- b. The signing officers for The RCEME (CA(R)) Corps Officers' Fund are the President and Secretary-Treasurer. These officers' names and particulars will be registered at the specific bank.
- c. Any expenditure of funds will be authorized by the Executive Committee in accordance with a majority vote of the Executive Committee excluding the Secretary-Treasurer, who has no vote. It is assumed that action taken by the members of the Executive Committee is in accordance with the wishes of the officers of the Corps whom they represent.
- d. Voting is to be conducted at a meeting, if such a meeting is practical or by correspondence if a meeting cannot be held.

- e. A minute book is maintained to record all decisions made by the Executive Committee, either at a meeting or by correspondence.
- f. Financial statements are prepared annually and mailed to every officer of the Corps along with a list of items on which money has been spent in the last year and a list of proposed expenditures insofar as they are known.
- g. The cost of insurance on Corps owned property is borne by the Fund. The cost of refurnishing and replacement of worn or damaged property is born by The RCEME School or other unit holding this property in return for the use made of it.

Financing

Subscriptions are paid on a yearly basis and for the purpose of this fund a year will be from 1 April to 31 March of the following year. Subscriptions will be in accordance with the following scale:

- a. Colonel - \$13.00
- b. Lieutenant-Colonel - \$10.00
- c. Major - \$ 8.00
- d. Captain - \$ 6.00
- e. Lieutenant - \$ 5.00
- f. Second-Lieutenant - \$ 5.00

The payment of the yearly subscription is the responsibility of each member concerned and will be made as soon after April as statements can be mailed to each officer. Payments will be made to the Secretary-Treasurer of The RCME (CA(R)) Corps Officers' Fund, The RCME School, Barriefield, Ontario. Receipts will be forwarded to each member by the Secretary-Treasurer.

The accounting period for The RCME (CA(R)) Corps Officers' Fund will be from 1 April of one year until 31 March of the following year. The books of the fund will be audited at the end of each year.

Use of the Fund

The fund is to be used for the purpose of enhancing the traditions of the Corps of RCME either by the purchase of articles for the Corps or for any other purpose that may be authorized by the Executive Committee.

Any capital goods purchased by the Corps will be of a permanent nature such as silverware, candelabras, tea services, paintings, etc, and consideration will be given to the quality, serviceability and hereditary value of each article prior to purchase. These articles will be held at the Officers' Mess, The RCME School, Barriefield, Ontario, or at such other units as may be designated by the Executive Committee, and will remain the property of The RCME (CA(R)) Corps Officers' Fund. The Commanding Officer of any unit which holds such articles will be responsible for their safe keeping.

When the fund is used to purchase services or gift articles to enhance the Corps prestige, the administrative action will be the same as when purchasing articles for the Corps. When articles are purchased they will be appropriate to the occasion.

ANNEX B

MESS ETIQUETTE

WHAT'S COOKING or QUELLE CUISINE MAMAN!

Le Ve on Rose (Life with Rosie)

Living, as we do, at least at the moment, in a more or less civilized world, it is necessary for all of us who are a part of any one society to conform to a certain code of behaviour for the common weal. This code is, as far as is known, for the most part an unwritten code but is nonetheless law. Hundreds of examples could be given but suffice it is to say that you do not sit in a drawing room with one leg over the arm of your chair or leave your hat on while indoors or, having joined your hostess after dinner, stretch out in an easy chair and with a sigh undo your vest to allow your midriff a more comfortable distention. While the uninitiated might consider this latter action somewhat of a compliment to the host's fine foods, such would not in fact be the interpretation put on it in, shall we say, the better drawing rooms. The point is that while none of these actions does anyone any actual harm they are simply 'not done' and consequently if some fellow inadvertently does do them, embarrassment is caused all round and the business of living happily together within our civilized society is made more complicated. This is undesirable.

Come and Get It!

Now it is an interesting (I hope) fact that a considerable portion of the time we spend in the company of others, we spend eating.

Unless you are a 'gulper' nearly two hours of each day is spent at the festive board. If you knock off eight hours sleep per night that means $2/16$ or $1/8$ of your waking hours is spent eating or one year out of every eight! Horrors! Regardless of the accuracy of this arithmetic I am sure you can see that THE THING is terribly important and should be studied.

One final word before I stretch out my already elongated and battle-scarred neck and sally forth as a male Emily Post. Standard eating procedure (SEP) varies considerably between countries and consequently while you cannot be accused of being wrong if, for example, you eat your boiled rice with chop sticks, still I think you must admit that, in a Canadian home the Canadian SEP, ie: the use of a fork, is preferable. It is not always so easy to differentiate between Canadian and American SEP and for obvious reasons this doesn't matter too much. At the same time there is nothing wrong with our SEP so although Time Magazine tells us that we are shortly going to adopt American weapons and presumably their standard operating procedure (SOP) let's stick with our SEP and share their SOP. As agreed (?) then, the following valuable notes will be based on Canadian SEP.

The Approach to Contact

This phase can be rattling to a tyro. At an informal dinner it is, of course, quite simple for you will normally be confronted with nothing more ominous than, on your right (ignoring your dinner partner) a soup spoon, dinner knife and bread knife in that order; on your

left a dinner fork and across the top a dessert fork and spoon with handles heading to left and right respectively. At a formal dinner, the array of eating utensils is, to say the least, formidable. They are, however, fortunately so arranged that you work solemnly in from the outer edges towards the centre. In any event, you should always wait for your host or hostess to fire the starting gun in which case he or she will give the final clue. If, on the other hand, one of them says, "Please do start or it will get cold", that must be taken as an order regardless of rank or seniority. In such case you clutch at what you piously hope are the right tools and nine times out of ten all will be well. If by chance you get it wrong cheer up, it doesn't really matter anyway.

At this point a brief word of warning to every young subaltern may be in order. While it is an accepted fact in Army circles that any young officer can eat three helpings of all courses and still leave the table hungry, there is always the possibility that you may be dining with civilians whose education may not be so advanced as to include this knowledge. Such a contingency must be trained for so that when your plate is placed before you, you can, by sheer will power, prevent your eyes from popping out like organ stops. One good trick which will help you to master this difficult moment is to spend your time offering those in your vicinity salt, pepper, bread, butter, water - anything until you get the go sign.

The Break-In

Under this heading I will discuss SEP

in so far as it concerns the weapons at hand, ie, the knife, fork and spoon. All weapons, while subject to certain idiosyncrasies of the user, nevertheless have definite TORTs. Based on SEP (Cdn) they are as follows:

The knife and fork are held identically, that is, with the base of the handle in the palm of the hand, forefingers extended and braced against the weapon, the knife with the sharp edge of the blade down (unless of course you propose to cut your own or somebody else's throat) and your fork with the prongs pointing downward - No sir, I don't care if the peas are hard as bullets, you must wrestle with them that way or leave them. Neither is it permissible to, in exasperation, drop your knife and transferring your fork to your right hand scoop them up. That is considered cheating and simply isn't 'cricket'. If, however, you wish to pause to grab a fourth bun or if you just get tired, you are allowed to rest but the rules state that both hands must rest at the same time. In such a case the knife and fork should be touching and the two should form an angle of approximately 30°. This is a signal to a well trained waiter that you propose to have another crack at the steak no matter how tough it is. To signal that you've had the whole thing the angle between the two weapons is closed and the prongs of the fork are turned upwards. The only exception to the above rule is when one is eating something which requires only a fork (such as some types of savoury or a piece of pie). In such a case the fork is, of course, held in the right hand and used with the prongs pointing upwards.

Desserts are a piece of cake (I beg your pardon). If it is a tricky one you may in addition to a spoon, use your dessert fork in your left hand holding it in the normal manner and employing it as a pusher - but only as a pusher - scooping is definitely not on. Even so it gives the bloke who likes cherries a tremendous advantage over his pea-eating cousin and personally, I've felt that aspect of THE THING to be a bit unfair.

Just a word on the spoon. Hold it like a pen - which is exactly what you don't do with the knife and fork (that is by SEP (Cdn) Standards). Dessert spoons, you will find, will fit in the mouth and are therefore employed in this manner. Soup spoons, on the other hand, you will find (I hope) will not and are consequently sipped at daintily from the side. One must be careful not to sneeze during this process as the results of such an incident can be immediately catastrophic to the person immediately opposite you - and to you also once dinner is over. It is permissible to tip the plate very slightly by raising the side nearest to you. The soup is always gathered in the spoon by a motion of the spoon away from you. Both of these rules tend like the side-sipping rule to endanger your opposite number rather than you and are therefore good things.

The Dog Fight

Once committed to action the course of history is really pretty well set and the next step is to demolish the enemy. Just one word of warning here and that is don't rush it. You are working to a timed programme so there is no point

in finishing ahead of schedule. Keep the old pep talk going between bites and occasionally stop eating entirely and just sip at your champagne. During any such pause you may, if you are eating in your own kitchen, rest both elbows and for that matter your head too, on the table if you so desire. If, on the other hand, you are dining at Government House I would recommend that you rest on nothing - not even your laurels. Between these two widely diversified dinner tables there is a sort of sliding scale as to how comfortable you may make yourself. The head and elbows should, of course, be whipped off smartly as soon as you leave the kitchen but as you yourself know, even this rule has been known to go by the boards - the conviviality of the company, the length of the dinner and the lateness of the hour all have a bearing on this point. As a general rule, I would say that one forearm rested on the table could call forth no adverse comments.

The Breakout

The trickiest opponents one is likely to be confronted with in this phase are the apple, banana and the orange, and believe me my friend, these seemingly benign characters have tripped up many a worthy opponent. The apple, for example, must never be eaten at dinner as if you were enjoying it. That is to say, you must not, grasping it firmly in one hand, sink your teeth into its juicy substance. Rather you must cut it into segments so that each segment contracts a somewhat metallic taste from the knife. If you want to really stall for time peel it. The banana is even trickier because the correct 'break out' phase approach

to the banana is to daintily peel back the skin and, holding it steady on the plate with a fruit fork cut it into segments with a fruit knife (as one would an eel - except not with a fruit knife) and eat it. (No - the banana not the eel!) - (Of course I mean with the fork - please try to follow the context!) As all these implements are seldom available, I personally always look upon the banana as being purely ornamental.

The orange, too, can be a stumper. It is not permissible to roll it between your hands and suck the juice out of one end nor is it permissible to cut the orange in half and scoop the juice out with a teaspoon. Both these methods have ruined too many mess jackets and tradition dies hard. The only permitted method is to peel the orange, preferably using a fruit knife, and dividing it into segments plop them down the gullet. Personally, I always take grapes.

The Pursuit

The pursuit takes place after dinner and is consequently not within the scope of this paper. Suffice it to say that this most interesting and fast-moving phase can develop along many lines any of which I am sure you would find considerably more interesting than your studies to date. The theatre of operation and the battle experience of the troops involved both have a very strong influence on the course the action will take.

Rather than wait for the compilation of notes covering this phase of the attack the younger officers of the Corps might be well advised to glean some earlier knowledge of this.

A single captain is likely to be your best bet. Such an officer will not only have a good background of knowledge, but is also most likely to have the advantage of having participated in any recent engagements of importance. If you want instruction in technicolour, buy him a double whiskey.

GUIDE TO THE CORRECT ORDER OF DRESS FOR OFFICERS OF THE
ARMY ATTENDING FUNCTIONS IN AN INDIVIDUAL CAPACITY

Serial	Occasion	Officers Concerned	Dress	Swords	Decorations and Medals	Remarks
	(a)	(b)	(c)	(d)	(e)	(f)
1	a. Service funerals not amounting to a State occasion or a memorial service held on the same day	Pall bearers and those attending in an official or representative capacity	No 1	Yes	Yes	Regulation crepe arm band $3\frac{1}{4}$ inches wide
	b. Memorial services not held on the day of the funeral	Those attending in an official or representative capacity	No 1	Yes	Yes	No crepe arm band

Serial	Occasion	Officers Concerned	Dress	Swords	Decorations and Medals	Remarks
	(a)	(b)	(c)	(d)	(e)	(f)
2	c. Church Parades	(1) Those attending in an official or representative capacity	No 1	Yes	Yes	
		(2) Others	Plain Clothes	-	-	
	Military Weddings	a. Those taking part	No 1	Yes	Yes	
		b. Guests	Plain Clothes	-	-	
3	Courts Martial	a. Members of the Court, Prosecuting and Defence officers and officers under instruction	No 1	Yes	Yes	Instructions pertaining to dress are normally included in the convening order

Serial	Occasion	Officers Concerned	Dress	Swords	Decorations and Medals	Remarks
	(a)	(b)	(c)	(d)	(e)	(f)
4	Attending a Civil Court	b. Officer escorts	No 1	Yes	Yes	
		c. Officer witness	No 1	Yes	Yes	
		d. Accused	No 6	No	No	
			or No 4 or 5			
		a. Attending officially on behalf of accused	No 6 or No 4 or 5	No	No	
		b. Attending as accused	Plain Clothes	-	-	
		c. Attending as a witness	Plain Clothes	-	-	

Serial	Occasion	Officers Concerned	Dress	Swords	Decorations and Medals	Remarks
	(a)	(b)	(c)	(d)	(e)	(f)
5	Ex-Service Men's Parades	a. Officers taking the salute and serving officers attending in an official capacity	No 1	Yes	Yes	
		b. Those on parade	Plain Clothes	-	Yes	
		c. Spectators	Plain Clothes	-	Yes	